



Board Goals and Priorities 2020-2021

Pandemic Crisis Management

As conditions permit, implement the SMC COVID-19 Roadmap to Recovery with the goal of resuming safe on-ground or hybrid operations by Spring 2021. Revise and update the plan as needed.

I. Educational Advancement, Quality, and Equity

1. Based on evidence, implement models of support and instruction that increase student success and decrease equity gaps.
 - Support the ongoing multi-racial equity and anti-racist work at Santa Monica College.
 - Prioritize addressing systemic barriers that racially minoritized students face in reaching their goals.
 - Engage in professional development including interpersonal work to further equity and our commitment to being an anti-racist institution.
2. Implement college initiatives to meet the Vision for Success (VFS) goals and provide the Board with annual progress reports that include data on:
 - Increase in course completion, transfer rates, and employment in student's field of study.
 - Progress in meeting Student Equity Plan and Redesign Goals and Objectives.
 - ASPEN Institute priority metrics
3. Continue to support and hire a diverse and innovative faculty and staff, while seeking to increase the percentage of fulltime faculty over time.
4. Develop new programs and partnerships in the allied health sector.
5. Develop new programs and partnerships relevant to a post-COVID environment.

II. Student Life

6. Continue professional development embedding anti-racist, equity-minded academic and non-academic support in all student services and college operations.
7. Assess and fix system/structural issues that impede positive user experience in the application, enrollment, and financial aid process.
8. Continue implementing initiatives that focus on solving barriers related to students' financial resources.
 - Improve financial literacy.
 - Support faculty adoption of Open Educational Resources (OER) and other efforts to address the high cost of course materials.
 - Support student efforts in addressing food and housing insecurity.
 - Increase student participation in financial aid.
 - Place more students in jobs on and off campus.
 - Explore student housing possibilities.

9. Continue support for campus resources that assist students with personal circumstances that may negatively impact student success.

III. Fiscal and Facilities

10. Provide reports for the Board that align with Board Goals and funding formula metrics.
11. Develop a strategic vision for the future of the college that is responsive to the opportunities and risks inherent in the Student Centered Funding Formula as it evolves.
12. Work with state and federal allies and legislators to align policy and funding with mission and fiscal health.
13. Continue efforts in revenue generation, cost control, re-organization, and enrollment management to achieve a sustainable budget that would include restoring salary freezes and reductions as soon as possible.
14. Build and maintain a reserve sufficient to protect against anticipated and unforeseen circumstances.
15. Safeguard post-retirement employee benefits, and implement a plan to address increases in PERS, STRS, and other benefit obligations.
16. Update the Facilities Master Plan. Maintain progress on all SMC security, technology infrastructure, and facilities construction projects.
17. Continue as a model of sustainability.

IV. Community and Government Relationships

18. Ensure a supportive, inclusive, and collegial environment for students and staff.
19. Maintain good partnerships across systems (Cities/SMMUSD) in fulfillment of SMC's vision and mission.
20. Continue support for special programs that serve local students and increase college readiness and success. Examples:
 - Concurrent and dual enrollment
 - SMC Promise
 - Young Collegians
21. Continue strong support for Emeritus College.
22. As safety permits, resume serving the community with stellar facilities and programs, Examples:
 - Planetarium, Santa Monica Swim Center, Corsair Field,
 - Broad Stage, Barrett Art Gallery, Early Childhood Lab School, KCRW,
 - Celebrate America

Reviewed by the Board of Trustees: September 1, 2020, October 6, 2020

Approved by the Board of Trustees: November 10, 2020